

Director, FBI

1/4/88

J. D. Glover

FBI "COST-PER-HIRE" ANALYSIS
SPECIAL AGENT AND GENERAL SUPPORT HIRING
FISCAL YEAR 1987

PURPOSE: To provide results of the annual cost-per-hire analysis conducted by the Personnel Resources Unit (PRU), Administrative Services Division (ASD), FBIHQ.

RECOMMENDATION: None. For information.

DETAILS: One of the most significant items necessary in developing a full scale human resources planning capability for an organization and its subsequent development of recruiting programs to meet its personnel needs in a timely and efficient manner, is a "cost-per-hire" analysis. One of the questions most frequently asked in the corporate, business, and industrial world in evaluating their efforts to meet personnel needs is "what is the cost-per-hire?" Attempts to answer the question regularly and consistently have come and gone. One of the problems noted by business and industry is that more firms ask the question than are willing or able to provide data.

Enclosure

1 - Mr. Otto	1 - Mr. Loesch
1 - Mr. Revell	1 - Mr. Rhoads (detached)
1 - Mr. Glover	1 - Mr. Codd (detached)
1 - Mr. Ball (Room 7142)	1 - Mr. Meisten (detached)
1 - Mr. Dean (Room 7142)	1 - Mr. Wroblewski
1 - Mr. Greenleaf (Quantico)	1 - Mr. Ping
1 - Mr. Burke (Quantico)	1 - Ms. Pagelsen
1 - Mr. Sharp	1 - Mr. Ahlerich
1 - Mr. Rarity	

RDR:pab (18)

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PRU initiated the first annual "cost-per-hire" survey for the FBI in Fiscal Year 1985 to provide a starting point for better scrutiny of an overall applicant program in an effort to improve both efficiency and effectiveness. With the establishment of this form of measurement, FBIHQ Executives and management personnel have an additional leadership tool in the personnel area. This type of analysis provides the FBI with some self-evaluation which can now extend beyond the typical number of people hired and budget expended. Some of the evaluations now possible includes: year-to-year comparisons; cost assessment of various recruiting techniques; identifying effective/ineffective programs and strategies; budget planning; evaluating cost advantages of different programs and improved efficiency efforts. The FBI's average "cost-per-hire" for one employee has been as follows:

1985 --	\$9,283.00
1986 --	\$8,442.80
1987 --	\$9,464.70

Management information initially will be the most useful application of the enclosed study. Recruitment, selection, and employment are critical to every business, but too often the question "What is it costing us?" has gone inadequately answered. Employment managers in business and industry, as well as the FBI, now should find that data generated in computing cost-per-hire are needed to justify our actions or recommendations and subsequently influence or educate ourselves to improving our system. Each SAC will be provided with the information in the survey for utilization in the management of his applicant program.

In compiling the data on the attached cost-per-hire sheet, a methodical and orderly system was utilized. Following is a brief description of the method utilized to arrive at these figures:

- Column #1 - Office: This is a listing of the individual FBI field offices. FBIHQ and Quantico are included as one entity.
- Column #2 - Cost Code for each individual office.
- Column #3 - The number of "actions" required to process that office's work at FBIHQ. This figure was arrived at by totaling the number of general support cases opened at FBIHQ and in the field office; Special

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Agents Entrance Exams graded; Special Agents interviews ordered are processed; Special Agent background investigations conducted; Language Specialist and other specialty support positions that required action to be conducted. In all, 20,399 separate actions of this type were conducted to process work submitted by the field offices. This column contains the number of actions required for each office.

Column #4 - The total of salary benefits and other expenses for the Special Agent and Support Applicant Unit (SASAU), and PRU, are included here. These cost figures are based upon a percentage derived from the number of actions (For example, Albany's work required 207 actions which equals .01 percent of Headquarter's work which equals \$19,896.00 of the total SASAU and PRU expenses.)

Column #5 - The FY 1986 Turk figures for 67 A, B, C, and D matters, which is Agent salary expenses to conduct recruiting, processing, and investigative activities regarding Bureau applicant matters.

Column #6 - Cost of SA benefits associated with TURK costs.

Column #7 - Support salaries and percentage of time assigned to Bureau Applicant (BUAP) matters during FY 1987. This figure is derived from taking the percentage of time support employees spend in each field office on 67 matters. A base salary of each grade was utilized to develop uniformity and consistency. For example, the Albany Office had one GS 6 involved full time in applicant work at approximately \$16,521 per year and one GS 5 at approximately 70 percent utilization, approximately \$11,564 per year.

Column #8 - Cost of Support benefits associated with Support salaries.

Column #9 - Total costs of salary and benefits.

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- Column #10 - Total "other costs" that are averaged and factored into each office operation. These costs include Travel and Transportation, transportation of things, rent and communication expenses, printing and reproduction, supplies, and equipment. To arrive at this figure, each offices' percent of Applicant (67) TURK Time was applied against each offices' total "other costs". In essence, if an office spent 2.5% of its time on 67 matters then 2.5% of their total operating expenses were added to the cost-per-hire.
- Column #11 - Cost of a Special Agent physical exam. Each physical exam cost approximately \$165 and the number of exams ordered in each office is included in this figure.
- Column #12 - Total of all salaries, benefits, exams, and other costs associated with the BUAP.
- Column #13 - Total number of hires during Fiscal Year 1986. These are combined figures reflecting Special Agents, general support for the field offices, general support for FBIHQ, and specialty and technical support for either the field or FBIHQ. (Not included are approximately 260 part-time summer employees and 20 summer honors interns.)
- Column #14 - The total average cost of one hire by the FBI per field office.
- Column #15 - Office: This is a listing of the individual FBI field offices. FBIHQ and Quantico are included as one entity.

This average cost-per-hire analysis is extremely conservative in that many additional expenses are NOT included in the cost. A brief summary of the items not included are the following:

- (1) Technical Service Division's (TSD) computer time and personnel costs to grade Special Agent entrance exams, results of interviews and combined printouts of both.

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- (2) Management's time in the Applicant Program in both the field and FBIHQ, other than those expenses of SASAU and PRU. This would include the Personnel Officer's time, field office management's review of outgoing communication, SAC interviews required in some cases, and other management time related to applicant work.
- (3) Actual support salaries of field personnel involved in this work were not utilized. Only Step #1 of an individual's grade was used.
- (4) 67 E Turk costs were not utilized, which includes all reinvestigations of FBI personnel for reinstatement.
- (5) The costs of FBIHQ employees outside SASAU & PRU who are involved in BUAP processing (indices searches, file review, fingerprint searches, vulnerability assessments from a security standpoint, evaluation of physical examinations, grading of language and typing tests, administration and review of polygraph examinations, and a heavy volume of general applicant correspondence that require time, salaries, postage, and equipment from the Pay and Position Management Unit, Word Processing Center, and the Reading Room, Office of Congressional and Public Affairs. (Approximately 700 recruiting correspondence per month.)
- (6) Actual voucher expenses of SAs involved in 67 matters (Applicant Coordinators, Recruiters, and investigative SAs).
- (7) Relocation costs - When a new FBI Agent enters on duty from another U. S. Government service, certain relocation expenses are borne by the FBI in relocating that person from their previous office of assignment with their other Government agency

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to their first office of assignment with the FBI. (If there is no break in their Federal service.) For example, an IRS, DEA, or Secret Service Agent enters on duty with the FBI as an Agent. His or her last assignment was Sacramento, California, and after training at the FBI Academy, this new Agent is assigned to Phoenix. The FBI must bear the relocation expense, transfer costs, etc., to relocate the Secret Service Agent from Sacramento to Phoenix, including a number of reimbursements which are not included if the individual is a new hire from outside Federal Government service.

The combined cost not included in this survey are quite high and would significantly increase the total cost-per-hire figures contained in the attached analysis. However, on the other hand, the only off-setting deduction from the figures would be to note that SASAU's costs that were factored in include that Unit's handling of DEA applicants, (this totals 4 support employees full-time for the year.) This figure is minimal and would have a very minor reducing effect on the overall cost-per-hire when compared with the increasing effect of the above expenses listed as "not included."

This analysis should assist in providing the FBI impetus to begin some strategic planning regarding overall human resources forecasting and designing subsequent recruitment programs. Realizing the FBI has over 4,000 Agents eligible to retire during the next 9 years, these cost-per-hire figures need to be included in management decisions regarding our personnel system.

Likewise, heavy competition for top caliber skilled technical support and SAs will only increase during this period of time.

As a side note, the average cost-per-hire for most corporate or industrial entities approximately the size of the FBI is around \$5,500. The attached cost-per-hire figures for the FBI average almost double that and some offices are

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completely exorbitant (such as Savannah with a total cost-per-hire \$49,596.70). These figures become even more relevant when we assess certain offices who experience a high turnover in general support employees. Although no effort has been made in this analysis to separate the Special Agent and support hires, it becomes readily visible that if an office (or FBIHQ) continues to hire support employees only to have to replace them in a relatively short period of time due to resignation, these costs double. Many offices experience heavy underburn in the support ranks which aggravates the FBI's overall ability to perform and receive enhanced levels of personnel funding.

The above information is provided to explain the attached cost-per-hire survey.

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1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
OFFICE	CC	# OF ACTIONS FY 1987 (A)	COSTS OF CC 0331 & 0339 FY 1987 (B)	BUAP FY 1987 TURK (67 A,B,C,D)	COST OF BENEFITS ASSOCIATED WITH THE BUAP TURK COSTS (14.6%)	SUPPORT SALARIES/TIME ASSIGNED TO BUAP FY 1987	COST OF BENEFITS ASSOCIATED WITH SUPPORT SALARIES (14.6%)	TOTAL SALARY AND BENEFITS	TOTAL OTHER COSTS (C)	COST OF SA PHY. EXAM	TOTAL SALARIES BENEFITS, EXAMS AND OTHER COSTS FY 1987	# OF HIRES FY 87	TOTAL COST PER 1 HIRE FY 1987 (D)	OFFICE
ALBANY	3010	207	\$19,896.00	\$133,524.00	\$19,494.50	\$33,042.00	\$4,824.10	\$210,780.60	\$72,995.00	\$2,970.00	\$286,745.60	31	\$9,249.90	ALBANY
ALBUQUERQUE	3020	146	\$14,033.00	\$60,383.00	\$8,815.90	\$23,932.00	\$3,494.10	\$110,658.00	\$31,457.00	\$825.00	\$142,940.00	12	\$11,911.70	ALBUQUERQUE
ALEXANDRIA	3025	656	\$63,052.00	\$422,825.00	\$61,732.50	\$71,899.50	\$10,497.30	\$630,006.30	\$308,133.00	\$3,135.00	\$941,274.30	186	\$5,060.60	ALEXANDRIA
ANCHORAGE	3030	55	\$5,286.00	\$48,648.00	\$7,102.60	\$4,701.45	\$686.40	\$66,424.45	\$58,164.00	\$330.00	\$124,918.45	7	\$17,845.50	ANCHORAGE
ATLANTA	3040	391	\$37,581.00	\$158,917.00	\$23,201.90	\$31,743.00	\$4,634.50	\$256,077.40	\$113,927.00	\$3,300.00	\$373,304.40	38	\$9,823.80	ATLANTA
BALTIMORE	3050	1220	\$117,262.00	\$568,896.00	\$83,058.80	\$113,526.80	\$16,574.90	\$899,318.50	\$260,740.00	\$6,270.00	\$1,166,328.50	270	\$4,319.70	BALTIMORE
BIRMINGHAM	3070	297	\$28,547.00	\$151,583.00	\$22,131.10	\$53,067.70	\$7,747.90	\$263,076.70	\$72,647.00	\$2,145.00	\$337,868.70	31	\$10,899.00	BIRMINGHAM
BOSTON	3090	485	\$46,616.00	\$272,994.00	\$39,857.10	\$24,078.45	\$3,515.50	\$387,061.05	\$142,728.00	\$4,125.00	\$533,914.05	44	\$12,134.40	BOSTON
BUFFALO	3110	265	\$25,471.00	\$128,637.00	\$18,781.00	\$84,509.10	\$12,338.30	\$269,736.40	\$66,063.00	\$1,485.00	\$337,284.40	15	\$22,485.60	BUFFALO
BUTTE	3120	148	\$14,225.00	\$102,931.00	\$15,027.90	\$31,128.75	\$4,544.80	\$167,857.45	\$62,894.00	\$990.00	\$231,741.45	42	\$5,517.70	BUTTE
CHARLOTTE	3140	657	\$63,148.00	\$235,578.00	\$34,394.40	\$84,919.00	\$12,398.20	\$430,437.60	\$115,156.00	\$1,650.00	\$547,243.60	52	\$10,523.90	CHARLOTTE
CHICAGO	3150	557	\$53,537.00	\$277,071.00	\$40,452.40	\$44,066.90	\$6,433.80	\$421,561.10	\$153,426.00	\$3,135.00	\$578,122.10	54	\$10,706.00	CHICAGO
CINCINNATI	3160	262	\$25,182.00	\$186,882.00	\$27,284.80	\$46,165.00	\$6,740.10	\$292,253.90	\$87,431.00	\$1,485.00	\$381,169.90	35	\$10,890.60	CINCINNATI
CLEVELAND	3170	395	\$37,966.00	\$404,861.00	\$59,109.70	\$91,613.84	\$13,375.60	\$606,926.14	\$222,672.00	\$3,465.00	\$833,063.14	84	\$9,917.40	CLEVELAND
COLUMBIA	3180	230	\$22,107.00	\$119,143.00	\$17,394.90	\$36,277.05	\$5,296.40	\$200,218.35	\$68,022.00	\$1,650.00	\$269,890.35	33	\$8,178.50	COLUMBIA
DALLAS	3190	448	\$43,060.00	\$176,667.00	\$25,793.40	\$68,614.80	\$10,017.80	\$324,153.00	\$119,097.00	\$3,465.00	\$446,715.00	44	\$10,152.60	DALLAS
DENVER	3210	261	\$25,086.00	\$91,889.00	\$13,415.80	\$63,859.25	\$9,323.50	\$203,573.55	\$50,223.00	\$990.00	\$254,786.55	11	\$23,162.40	DENVER
DETROIT	3220	399	\$38,350.00	\$165,466.00	\$24,158.00	\$57,281.50	\$8,363.10	\$293,618.60	\$75,526.00	\$2,970.00	\$372,114.60	37	\$10,057.20	DETROIT
EL PASO	3240	220	\$21,146.00	\$65,508.00	\$9,564.20	\$7,476.04	\$1,091.50	\$104,785.74	\$45,889.00	\$990.00	\$151,664.74	11	\$13,787.70	EL PASO
HONOLULU	3280	88	\$8,458.00	\$69,675.00	\$10,172.60	\$19,485.40	\$2,844.90	\$110,635.90	\$59,867.00	\$1,155.00	\$171,657.90	15	\$11,443.90	HONOLULU
HOUSTON	3290	351	\$33,737.00	\$138,879.00	\$20,276.30	\$44,980.80	\$6,567.20	\$244,440.30	\$76,745.00	\$1,485.00	\$322,670.30	22	\$14,666.80	HOUSTON
INDIANAPOLIS	3310	177	\$17,013.00	\$128,061.00	\$18,696.90	\$38,414.20	\$5,608.50	\$207,793.60	\$64,913.00	\$2,310.00	\$275,016.60	42	\$6,548.00	INDIANAPOLIS
JACKSON	3320	159	\$15,282.00	\$108,764.00	\$15,879.50	\$34,797.16	\$5,080.40	\$179,803.06	\$53,429.00	\$1,320.00	\$234,552.06	16	\$14,659.50	JACKSON
JACKSONVILLE	3330	295	\$28,354.00	\$107,360.00	\$15,674.60	\$38,650.15	\$5,642.90	\$195,681.65	\$62,480.00	\$1,980.00	\$260,141.65	21	\$12,387.70	JACKSONVILLE
KANSAS CITY	3350	324	\$31,142.00	\$144,854.00	\$21,148.70	\$20,705.78	\$3,023.00	\$220,873.48	\$75,749.00	\$2,475.00	\$299,097.48	30	\$9,969.90	KANSAS CITY
KNOXVILLE	3370	160	\$15,379.00	\$102,864.00	\$15,018.10	\$23,011.71	\$3,359.70	\$159,632.51	\$56,273.00	\$990.00	\$216,895.51	15	\$14,459.70	KNOXVILLE
LAS VEGAS	3380	69	\$6,632.00	\$65,547.00	\$9,569.90	\$28,406.20	\$4,147.30	\$114,302.40	\$28,035.00	\$660.00	\$142,997.40	12	\$11,916.50	LAS VEGAS
LITTLE ROCK	3390	222	\$21,338.00	\$90,122.00	\$13,157.80	\$35,253.20	\$5,147.00	\$165,018.00	\$58,052.00	\$660.00	\$223,730.00	8	\$27,966.30	LITTLE ROCK
LOS ANGELES	3410	805	\$77,374.00	\$411,440.00	\$60,070.20	\$47,864.00	\$6,988.10	\$603,736.30	\$234,738.00	\$5,280.00	\$843,754.30	89	\$9,480.40	LOS ANGELES
LOUISVILLE	3420	302	\$29,027.00	\$158,697.00	\$23,169.80	\$28,121.03	\$4,105.70	\$243,120.53	\$86,206.00	\$1,815.00	\$331,141.53	42	\$7,884.30	LOUISVILLE
MEMPHIS	3440	266	\$25,567.00	\$123,789.00	\$18,073.20	\$31,343.00	\$4,576.10	\$203,348.30	\$58,735.00	\$1,650.00	\$263,733.30	32	\$8,241.70	MEMPHIS
MIAMI	3460	721	\$69,300.00	\$267,517.00	\$39,057.50	\$80,302.95	\$11,724.20	\$467,901.65	\$125,874.00	\$2,970.00	\$596,745.65	43	\$13,877.80	MIAMI

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MILWAUKEE	3470	181	\$17,397.00	\$132,744.00	\$19,380.60	\$17,598.36	\$2,569.40	\$189,689.36	\$67,253.00	\$2,310.00	\$259,252.36	18	\$14,402.90	MILWAUKEE
MINNEAPOLIS	3480	292	\$28,066.00	\$202,702.00	\$29,594.50	\$59,155.56	\$8,636.70	\$328,154.76	\$109,272.00	\$2,145.00	\$439,571.76	28	\$15,699.00	MINNEAPOLIS
MOBILE	3490	163	\$15,667.00	\$61,789.00	\$9,021.20	\$36,530.70	\$5,333.50	\$128,341.40	\$36,091.00	\$825.00	\$165,257.40	12	\$13,771.50	MOBILE
NEWARK	3510	537	\$51,614.00	\$372,260.00	\$54,350.00	\$50,866.45	\$7,426.50	\$536,516.95	\$202,121.00	\$3,135.00	\$741,772.95	61	\$12,160.20	NEWARK
NEW HAVEN	3520	206	\$19,800.00	\$166,981.00	\$24,379.20	\$207,248.50	\$30,258.30	\$448,667.00	\$94,529.00	\$1,980.00	\$545,176.00	27	\$20,191.70	NEW HAVEN
NEW ORLEANS	3530	311	\$29,892.00	\$130,813.00	\$19,098.70	\$34,519.06	\$5,039.80	\$219,362.56	\$62,518.00	\$1,980.00	\$283,860.56	25	\$11,354.40	NEW ORLEANS
NEW YORK	3540	1158	\$111,303.00	\$627,673.00	\$91,640.30	\$72,627.80	\$10,603.70	\$913,847.80	\$395,676.00	\$6,600.00	\$1,316,123.80	98	\$13,429.80	NEW YORK
NORFOLK	3560	358	\$34,410.00	\$148,653.00	\$21,703.30	\$95,991.00	\$14,014.70	\$314,772.00	\$73,679.00	\$1,980.00	\$390,431.00	41	\$9,522.70	NORFOLK
OKLAHOMA CITY	3580	226	\$21,722.00	\$106,628.00	\$15,567.70	\$16,521.00	\$2,412.10	\$162,850.80	\$53,788.00	\$1,650.00	\$218,288.80	22	\$9,922.20	OKLAHOMA CITY
OMAHA	3600	155	\$14,898.00	\$109,120.00	\$15,931.50	\$49,875.89	\$7,281.90	\$197,107.29	\$61,189.00	\$2,145.00	\$260,441.29	24	\$10,851.70	OMAHA
PHILADELPHIA	3620	1011	\$97,173.00	\$825,546.00	\$120,529.70	\$95,229.60	\$13,903.50	\$1,152,381.80	\$326,854.00	\$4,950.00	\$1,484,185.80	178	\$8,338.10	PHILADELPHIA
PHOENIX	3630	286	\$27,489.00	\$134,519.00	\$19,639.80	\$59,581.70	\$8,698.90	\$249,928.40	\$82,724.00	\$2,475.00	\$335,127.40	28	\$11,968.80	PHOENIX
PITTSBURGH	3650	466	\$44,790.00	\$339,220.00	\$49,526.10	\$80,255.60	\$11,717.30	\$525,509.00	\$159,504.00	\$5,610.00	\$690,623.00	111	\$6,221.80	PITTSBURGH
PORTLAND	3670	77	\$7,401.00	\$60,214.00	\$8,791.20	\$30,852.25	\$4,504.40	\$111,762.85	\$41,594.00	\$495.00	\$153,851.85	14	\$10,989.40	PORTLAND
RICHMOND	3710	220	\$21,146.00	\$199,046.00	\$29,060.70	\$59,369.51	\$8,667.90	\$317,290.11	\$117,884.00	\$825.00	\$435,999.11	53	\$8,226.40	RICHMOND
SACRAMENTO	3720	160	\$15,379.00	\$99,045.00	\$14,460.60	\$32,462.00	\$4,739.50	\$166,086.10	\$57,532.00	\$495.00	\$224,113.10	10	\$22,411.30	SACRAMENTO
ST. LOUIS	3730	180	\$17,301.00	\$83,732.00	\$12,224.90	\$16,807.19	\$2,453.80	\$132,518.89	\$47,456.00	\$1,485.00	\$181,459.89	14	\$12,961.40	ST. LOUIS
SALT LAKE CITY	3750	167	\$16,051.00	\$86,523.00	\$12,632.40	\$48,599.94	\$7,095.60	\$170,901.94	\$64,216.00	\$1,320.00	\$236,437.94	12	\$19,703.20	SALT LAKE CITY
SAN ANTONIO	3770	314	\$30,180.00	\$110,888.00	\$16,189.60	\$38,754.00	\$5,658.10	\$201,669.70	\$65,578.00	\$660.00	\$267,907.70	15	\$17,860.50	SAN ANTONIO
SAN DIEGO	3780	256	\$24,606.00	\$91,478.00	\$13,355.80	\$54,723.90	\$7,989.70	\$192,153.40	\$59,791.00	\$2,145.00	\$254,089.40	22	\$11,549.50	SAN DIEGO
SAN FRANCISCO	3790	424	\$40,753.00	\$270,078.00	\$39,431.40	\$57,337.00	\$8,371.20	\$415,970.60	\$196,163.00	\$2,805.00	\$614,938.60	48	\$12,811.20	SAN FRANCISCO
SAN JUAN	3800	203	\$19,512.00	\$51,071.00	\$7,456.40	\$73,985.00	\$10,801.80	\$162,826.20	\$35,805.00	\$1,155.00	\$199,786.20	16	\$12,486.60	SAN JUAN
SAVANNAH	3820	93	\$8,939.00	\$67,209.00	\$9,812.50	\$27,637.50	\$4,035.10	\$117,633.10	\$30,827.00	\$330.00	\$148,790.10	3	\$49,596.70	SAVANNAH
SEATTLE	3840	282	\$27,105.00	\$91,461.00	\$13,353.30	\$52,584.60	\$7,677.40	\$192,181.30	\$65,050.00	\$2,310.00	\$259,541.30	22	\$11,797.30	SEATTLE
SPRINGFIELD	3860	118	\$11,342.00	\$115,505.00	\$16,863.70	\$44,048.20	\$6,431.00	\$194,189.90	\$54,400.00	\$660.00	\$249,249.90	16	\$15,578.10	SPRINGFIELD
TAMPA	3880	365	\$35,082.00	\$132,517.00	\$19,347.50	\$55,275.00	\$8,070.20	\$250,291.70	\$70,001.00	\$1,320.00	\$321,612.70	12	\$26,801.10	TAMPA
WASHINGTON	3920	926	\$89,004.00	\$475,168.00	\$69,374.50	\$109,897.80	\$16,045.10	\$759,489.40	\$494,511.00	\$3,300.00	\$1,257,300.40	207	\$6,073.90	WASHINGTON
FBIHQ & QUANTICO		26										20		FBIHQ & QUANTICO
		20,399	\$1,958,176.00	\$10,982,555.00	\$1,603,453.10	\$3,021,572.82	\$441,149.90	\$18,006,906.82	\$6,294,292.00	\$127,215.00	\$24,428,413.82	2,581	\$9,464.70	

(A) CONSISTS OF GEN. SUPP. CASES OPENED AT H.Q. AND FLD., SAE, SA ACCT
AND LANG. TESTS, SA INT., SA B.I., L.S., AND OTHER SPEC. SUPP..

(B) COSTS BASED ON PERCENTAGE DERIVED FROM # OF ACTIONS.

(C) COSTS BREAKDOWN:

- 1 TRAVEL AND TRANSPORTATION
- 2 TRANSPORTATION OF THINGS
- 3 RENT AND COMMUNICATION
- 4 PRINTING AND REPRODUCTION
- 5 OTHER SERVICES
- 6 SUPPLIES
- 7 EQUIPMENT

(D) COSTS BASED ON # OF HIRES FOR EACH OFFICE.

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